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Huma Hamid

Brunel University, huma.hamid@bentley.com

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TOWARDS UNFOLDING CRM IMPLEMENTATION CHALLENGES IN PAKISTAN: A CASE STUDY

Hamid, Huma, Brunel University, UK, currently working as Software Testing Engineer at Bentley Systems, Suite # 307, ETC, F-5\1, Islamabad, Pakistan, huma.hamid@bentley.com

Abstract

In the recent times, Customer Relationship Management (CRM) has become one of the most dynamic topics of Information and Communication Technologies (ICT), both in the academia and the market. This popularity is indeed a result of the promising features offered by CRM. All the studies to date have highlighted elements associated with CRM success by studying its adoption and implementation in the organizations, with a focus on developed countries. Despite the usefulness of these contributions, today, very limited information is available, where implementation of CRM systems has actually been evaluated in a developing country like Pakistan, employing an interpretive approach. Hence, this current research aims to address this gap in literature, not only by taking a non-traditional approach of success evaluation; using system's stakeholders' expectations as an evaluation criteria but also focusing a case study from Pakistan, where ICT industry and specifically CRM is in the initial stages of adoption. This research effort has not only revealed the social aspects of CRM implementation but also unfolded some cultural aspects associated with the CRM in Pakistan. In order to guide the research, theory of stakeholders' expectation failures turned out to be the most suitable option.

Keywords: CRM, success evaluation, stakeholders' expectations.

1. INTRODUCTION

The concept of maintaining effective relationship with customers has been there for the last two decades, but rapid advancements in ICT and data warehousing concepts, increased awareness of customers and the intense market competition has now given new dimensions to this domain. The reason for increased popularity of CRM is mostly due to the promising benefits it offers in the form of improved company's performance and long term customer retention for obtaining healthier financial payoffs etc. (Chen and Popovich, 2003). In order to enjoy these promised benefits, several companies have made heavy investments in implementing this technology. However, unfortunately, reaping them does not appear to be an easy task and only 35% (Davids, 1999) to 45% (by Gartner Inc. mentioned in Yoon et. al, 2003 cited in Paulissen *et. al*, 2007) of the companies have been successful at harnessing them. As CRM implementation greatly affects a company's external and internal operations, consequently, its successful implementation also becomes critical. Hence, CRM stands out in the pool of other ICT innovations because of its novelty, promising benefits and company wide scope which affects a major part of a company's stakeholders e.g. employees, suppliers and customers etc.

This increased fame of CRM has also gained immense attention from the Information System (IS) research communities. Numbers of research studies are conducted in order to reveal different aspects of CRM implementation where a mainstream of studies (Bull, 2003; Kim and Pan, 2006; Corner and Hinton, 2002) revolves around identifying the Critical Success Factors (CSF), largely covering the socio-technical aspects. A, widely accepted view is that majority of the CRM related issues revolves around the human factor and particularly the stakeholders involved. Nevertheless, very few have actually identified the role and importance of stakeholders' expectations associated with the successful implementation of this novel and fast growing technological innovation. Additionally, a strong need also exists in order to explain that how people behave in different social contexts with a particular focus on developing country, while implementing and operating CRM systems.

Therefore, keeping in view the above mentioned gap in literature, specialized role of the research presented here is to expose the practical world of CRM and gain a richer insight for a CRM project success evaluation, by taking an interpretive approach with a focus on the developing country of Pakistan. This has been done by using Theory of Expectation Failure (Lyytinen and Hirschheim, 1987) with a focus on its special instances (correspondence, process and interaction). Also, the study has considered two major types of stakeholders' which were external (consultants) and internal (management and employees) to the organization. Additionally, an effort has been made to expose the interplay of these stakeholders' expectations associated while CRM project implementation. The findings of this exploratory study will be able to help the relevant stakeholders to develop a better understanding of the potential problems associated with CRM systems implementation in accordance with the expectations developed at different levels. This, in return, will help them make informed decisions about implementing and managing CRM systems and improve their chances to get promised benefits with minimum losses. Also, the study has unfolded project implementation issues for the emerging IS industry of Pakistan.

Ensuing sections of this report covers different stages of this research study by giving a brief background of existing perspectives on both IS and CRM evaluation and a reflection on the selected theoretical perspective. This has finally aimed to evaluate a CRM implementation in the emerging ICT industry of Pakistan and along with exploring the role of expectations in successful CRM implementation. Finally, research findings and future research directions are highlighted along with some concluding remarks at the end.

2. BACKGROUND

This section presents a review of the state-of-the-art literature in the areas of CRM and IS success/failure studies with a focus on Theory of Expectation Failure done so far. The chapter also presents a reflective illustration of the theory chosen to carry out this research.

2.1. Customer relationship management

Despite the popularity of CRM, still no single agreed definition exists and varying perspectives are found in literature to define CRM. Some researchers view it as a management approach to maintain relationships with customers using technology (Schellong 2005) for others it stands as an IS which enables an organisation to realise a customer focus (Bull, 2003). Another view in the research considers CRM as an essential strategy that integrates knowledge management, data mining, and data warehousing concepts to support an organisation's decision-making process of maintaining long-term relationship with its customers (Cunningham et al, 2004). In simple words, CRM has established itself as an integrated synergy of people, processes and technology to maintain long term customer relationship (Chen and Popovich, 2003). The current research study has also revealed that even within a single organization, different stakeholders associated different meaning to this concept depending on their vision, knowledge, role and scope of work. Majority of the client organizations in Pakistan, view CRM as an automation of call centre operations rather a company wide solution.

2.2. Existing perspectives on CRM success evaluation

The surveyed literature has exposed varying perspectives related to CRM evaluation. One view is that, CRM is an integration of technologies, business processes and people; therefore, the perceived success of CRM is subjected to the successful integration of these three entities. Whereas, a dominant stream of research has been devoted to discover the CSF where majority of the CRM practitioners believed that success of any CRM project is dependent on the successful management of these CSF. Few of such CSFs identified and emphasized in CRM projects evaluation case studies include: need for a strategic vision of CRM (Chen and Popovich, 2003), top management support (Chen and Popovich, 2003), effective leadership (Bull, 2003), interdepartmental communication and coordination (Parvatiyar and Sheth, 2001), employees engagement and motivation (Chen and Popovich, 2003), integration with existing applications (Pan and Lee, 2003) and alignment with existing business processes (Chen and Popovich, 2003). In a similar study, Bull (2003) has investigated the issues ELMS Ltd. faced while CRM adoption and discovered that CRM project turned out be a failed project due to lack of management commitment, customer driven culture, in-house expertise and resources and a bad outsourcing experience, thus emphasizing on the fact that successful implementation of CRM is subjected to the successful adoption of the mentioned CSFs.

Yet, another view over the matter holds the position that majority of the issues related to CRM implementation are not technical in nature but they revolve around the human factors. It is believed that CRM won't be successful without managing its impact upon the people who will interact with this system. Although, this factor is predominantly viewed as the most critical factor which decides the fate of any CRM project, however a gap in the available literature and implementation practices has been also highlighted which fails to explain that how people and specifically different stakeholders behave in different social contexts while implementing and operating CRM systems. Even though, the above mentioned range of studies have successfully identified the areas which can cause problems during a CRM project implementation, but further information available on the root cause analysis of such

problems is very limited. Therefore, a strong need has been raised in order to find out the reasons of ignoring such CSF's by analyzing the CRM project's implementation in different social contexts.

2.3. Existing perspectives on IS evaluation

Now coming towards the pool of literature which covers IS evaluation studies over the last few years. Numerous studies have been conducted to evaluate and analyze the success/failure of IS from varying perspectives which gave rise to a hot debate between different schools of thoughts. Adding towards the debate around evaluation studies, DeLone and McLean (1992) have fairly argued that out of hundreds of studies conducted for evaluating success/failure of IS, there are as many measures as there are individuals who presented these studies. Largely accepted IS project evaluation includes the measures for success as e.g. use of system by its intended users, user satisfaction, improved decision making, better job performance and financial payoff etc.

Thus, there are various ways in which a system can be analyzed for success in different phases of its implementation and use. But again, like CRM literature, IS success evaluation literature is concentrated around factor-based studies and lacks in the identifying role of organisation in influencing the whole range of activities that can affect project outcomes (Sauer et al, 1997).

A number of researchers have taken into account the renowned perspective of project management factors (resources, time, team and cost) and technology factors (hardware, software, system crashes etc) for IS evaluation. Glass (1999) has criticized the traditional project management constructs which has failed to give a complete picture and reasons for project failures. Third category consists of organisational factor (efficiency and effectiveness) and fourth one has covered the environmental factors (social/economic/political) of IS success/failure (Drummond, 1996). Recent studies have also reported that most of the issues related to IS implementation are either social or political in nature. Therefore, IS evaluation studies ignoring these critical dimensions, present a very limited aspect of any IS failure, hence suffering from conceptual weaknesses.

To address the gap of limited evaluation aspects, a new notion of expectation failure of stakeholders has gained attention of different researchers in the recent years. This theory strongly holds the view that for different people (known as stakeholders), success holds different meaning. It also challenges the fact of measuring success on generalized basis and strongly argues that success is a rather subjective measure. In the next section, theory of Expectation Failure will be discussed in more detail.

2.4. Theory of stakeholders expectations failure

According to the Theory of Expectation Failure, a system is perceived as a failed system when it fails to meet the expectations and satisfaction levels of the stakeholders involved with it (Lyytinen and Hirschheim, 1987). Though this theory has been presented in late eighty's by Lyytinen and Hirschheim, still it has formulated the basis of the studies conducted for evaluation of stakeholders' expectations for the IS projects at different stages primarily because of its inherent understanding of strong relationship between IS and its stakeholders' perception of success.

Lyytinen and Hirschheim (1987) argued that evaluation of success presented in different literature studies for IS projects, lacked in defining IS failures and success. Most of the studies identify only one or limited aspects of the IS failures. Therefore, according to Lyytinen (1988) problems with IS systems and projects are too many and just few features are not sufficient to describe this rich phenomenon. To answer the limitations and gaps in the literature available for IS failures, Theory of Expectation Failure

has been presented. Theory of Expectation Failure not only takes into account the multidimensional view of project failure but also represents the pluralistic and political account. Moreover, it doesn't neglect the human factor and give immense importance to the stakeholder's associated with any IS project. It also covers three other notions of failure (correspondence, process, interaction) which are special instances of this bigger theme as shown in Figure 1.

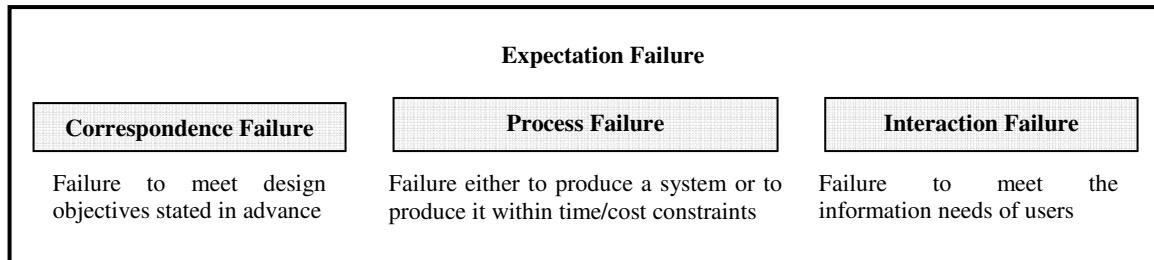


Figure 1: Special Instances of Expectation Failure

Considering Davies et al's (2004) view that failure is not an objective concept and it depends on the position and perspective of the definer, Lyytinen and Hirschheim's (1987) concept of the expectation failure holds a special position in the IS evaluation literature as it refers to the inability of an IS to meet a specific stakeholder group's expectations having varying perceptions of IS success. These people, which are known as system stakeholders, possess some distinct characteristics and they affect and are affected by IS implementation and its usage, which purely depends on their role, relationship and level of impact with respect to the system. Failure for one group or an individual might be success for another group(s) or individual(s). Therefore, no generic or absolute definition of success/failure exists and it is relative to different stakeholders.

2.5. Expectation failure and CRM systems

Current literature has revealed a strong relationship between stakeholders' expectations and an IS by using expectation failure notion. But it is also found that, CRM being a novel and most popular IS innovation of the recent years has remained deprived of such a rich evaluation phenomenon and CRM based studies suffered from the similar conceptual weaknesses as identified by the supporters of expectation failure theory for other IS projects. It is evident from the earlier discussion, that CRM holds a very special place in the IS domain due to its globally wide scope where CRM may affect much larger number of stakeholders (internal or external) on national/ international level which have already implemented it or looking at its worldwide trends to make decision for its adoption. Therefore, this attractive, popular, global and specialized system itself raises the need to explore it using rich phenomenon of success evaluation in order to understand its failure reasons in a better way. Based on the above discussion, a strong need has been raised to evaluate a CRM project implementation in a developing country like Pakistan by using the above mentioned rich phenomena of success assessment. Moreover, system implementation challenges and role of different CRM stakeholders in the particular social and cultural context of Pakistani ICT market can also be explored and analyzed.

In order to answer the above research queries, a case study of Pakistani bank has been used to evaluate the success/failure of a CRM implementation project. As Theory of Expectation Failure was used to guide the research therefore, certain aspects are taken into account for the analysis of a CRM system being implemented i.e. i) what are stakeholders' expectations or common pool of values associated with CRM at different levels? ii) How far these expectations are translated to meet the final objectives of CRM project? iii) How CRM project survived the correspondence, process and interaction

evaluation (this includes the relevant measurement criteria against all these special instances e.g. time, cost and resources overrun, number of change requests and level of acceptance of design objectives, employees training and response to system etc)? It is also worth mentioning here, that in Theory of Expectation Failure, the nature of assessment procedure is informal (no well defined technique is applied), dynamic and against a continuous measurement scale. Other than that, study also revealed aspects of expectation development and affect on final outcome.

3. RESEARCH METHODOLOGY

To achieve the guiding principles of interpretive research, a combination of different research methods were selected. For data collection, a specialized form of interviews (i.e. telephonic interview), open ended email communication and media reports were used. Interviews are generally considered as one of the most strong and popular methodological approaches, whereas telephonic interview is also a well supported practise which can be considered due to limitations of resources (distance, time, cost and participants availability (Saunders et. al, 2003). All the interviews were conducted using telephone from UK to the participants in Pakistan and to ensure that maximum advantage, all the interviews were tape-recorded with the permission of the participants. Moreover, open ended email communication during interaction with the participants also greatly helped to seek richer insight about the research questions by engaging research participants into open-ended discussions about their personal experiences. Some press releases available on the vendor and client companies' websites have also been used as research data. In these press releases, both the client and consultants have shared their expectations they have associated with that particular CRM implementation project. Total 9 participants were invited to take part in the research study and data was collected over a time period of almost 6 months.

The researcher aimed at analysing the data collected from the study by identifying relevant themes from the data relating to the research question by using thematic analysis approach (Boyatzis, 1998). Boyatzis (1998) has defined thematic analysis as a process which assists in the encoding of qualitative data by identification of specific themes. The data was analyzed using combination of both deductive and inductive approach for research. The reason for adopting these two approaches for data analysis further supports the idea of using initial combination of hybrid methods (semi-structured and in-depth interviews, open-ended communication and media reports) used for data collection mentioned in the above section.

4. CASE STUDY: IMPLEMENTATION OF CRM IN BANK A

This section unfolds the current practices of Pakistani CRM by using case study of a bank. Before going into the details of the selected case study, the rationale behind choosing this particular case study from the banking sector is also worth mentioning here. Currently there are two sectors in Pakistan which are highly influenced by the latest advancements in ICT to stay abreast in the competition i.e. banking and telecom sectors. One possible reason of this could be that, even internationally these two sectors are found to be the most adaptable ones in embracing the technological changes. Secondly, in the recent years major foreign investments have been made in Pakistan, particularly in these two sectors. A number of telecom companies and banks have started their operations locally, where they not only brought their business setups to the local market but, also carried along the latest technological systems already popular and proven successful in these companies in their respective (developed) countries. This shift has given a new challenge to the local players, but also opened new horizons of technological advancements for them to level the competition brought by the foreign

companies. Hence, out of the limited CRM implementations in the local industry, majority CRM case studies can be found in these sectors. Now selecting bank's case study out of that was a limitation, because the data provided by the resources from telecom companies was not sufficient enough to build a case. The researcher strongly felt that due to immense competition, major players of telecom industry were also reluctant to share their true insight experience of CRM implementation.

4.1. Rationale behind CRM adoption

Bank A refers to a newly established bank which aimed to rapidly expand its network of branches both locally and internationally. It planned to capture the consumer market by offering a wide range of financial products and services along with the adoption of state-of-the-art technology to stand out in the market. The top management of Bank A took a major decision on CRM adoption and this motive was considerably seemed to be inspired by the popularity of CRM's success in the international financial sector. Therefore, a strong commitment and support to exploit the existing opportunity in the form of CRM technology was witnessed within the top management of Bank A. This fits in what Corner and Roger (2005, page. 268) highlighted as "It is reasonable to assume that the software systems used as the technology basis for CRM are reasonably competent because many are sold, and in similar environments will have been successful".

4.2. CRM system selection and requirement gathering phase

Just like majority of the companies in the market, Banks A had no option but to render services of a CRM vendor/solution providing companies (referred as consultants) due to insufficient in-house expertise (even if it was a primary choice or not). After a detailed market research, the Bank A's management finalized the solution which not only suited their existing needs but also offered much more than they actually required, it was rather 100 years ahead of the Bank A's capabilities and expectations (as claimed by the consultants). The world wide popularity of that particular product played a major role in its selection. It would be interesting to mention here that, the product was selected on the basis of popularity, rather than the actual need, therefore critical phase of requirement gathering started after the system's selection. But this order is also justified as at project selection level, only abstract level requirements are shared and detailed business process re-engineering normally starts after system selection. In the requirement gathering phase of Bank A, business professionals, executive level management and managerial heads within their own respective domains coordinated with the consultants. Till that point, the middle management and lower level staff was not even aware of any such initiative. Though rumours were circulating about an upcoming system, but no official information was provided to take employees into confidence. This greatly challenges the need raised by Corner and Rogers (2005) that, employees needs to be informed and engaged beforehand.

This lack of communication brought what numerous studies have indicated i.e. employees' resistance due to lack of information. Therefore, an interesting situation was raised when a middle manager was introduced to explain his core business operation and the consultant tried to impress him with an efficient technical functionality for opening a new bank account by reducing time from one hour to two minutes. It was expected by the consultants, that the manager will be agreed at once. However, the manager insisted on doing it the way it was previously done, where a new customer had to fill-in a lengthy paper application form of up to 15 pages. Upon enquiring about the reason for this resistance, two different view points were found at both the ends. The consultant responded that it was just lack of awareness at their client's end who didn't know what they were missing. While on the other hand, the manager explained that his resistance was merely because of data validity and security concerns which are more important than a remarkable technical functionality. However, at the end of the day the

manger had to convince himself and his resistance was over shadowed by the functionality being offered. Upon agreeing on the system's requirements product development phase started.

4.3. First demonstration phase

Upon completion of the product development, first demonstration phase was held after few months. During first demonstration of the application, normally termed as the testing phase, the Bank A's management was highly impressed with what the system could perform. Different responses were observed at this particular stage:

- The top management's initial response exhibited that the system lived up to their initial expectations and they were glad that new systems will help them to monitor staff level activities.
- Call centre agents were particularly excited as in they view CRM is to handle call centre operations.
- IT support department team was puzzled and was in a dilemma whether they actually needed this system? Because once the new system would be in place, they would need to adapt to it, otherwise their jobs would be at an obvious stake.
- Sales and marketing managers were particularly excited and looking forward to see that how their reporting and analysis will become easier and better.

At this stage, a major concern identified by the consultants was lack of awareness at employees' level which caused job insecurity and low motivation among them. Whereas, the management didn't find these concerns of much importance, therefore did no effort to eliminate them.

4.4. Final rollout phase

After the satisfactory results of the initial testing phase, a staged implementation was adopted where CRM application was implemented in one department after another. This implementation went smoothly with no delays, concern or systems integration issues as previous application was replaced by new one. After completion a follow-up visit was conducted by the consultants in order to analyze the system's performance. Some interesting observations were made by them, which are not new to CRM literature.

- The call centre staff particularly complained about the complexity of user interface having too many screens. According to them, it has actually increased the response time to customers instead of making the tasks easier (as they were told).
- Most of the staff particularly avoided talking to the consultants about the system as they feared that speaking negatively about the newly deployed solution early in its stages will pose threat to their jobs. The consultants observed scarce use of the system. The obvious reason for this was inadequate training and also less knowledge sharing culture between employees which also affected the expected outcomes and also the possible systems benefits.
- Some unrealistic assumptions on the part of higher management regarding the response of employees also contributed to the situation. They had the assumption that the employees will get used to the new system with the passage of time especially when they will realize that it is an ultimate solution to their day to day problems. It was also assumed that since the employees have been briefed positively about the functions of the system, therefore, they would definitely be happy to use it and explore it themselves rather than providing formal training sessions.
- The management was also reluctant to provide access to critical data to the lower-level staff. On the other hand, the consultants held the view that to get better results from the system it was an important working practice.

Throughout the implementation, consultants kept on reviewing the status and recapturing different responses to revisit their implementation strategies. With that, CRM implementation phase ended without any significant time, cost and resources overrun issues (as mentioned by research participants, no research data/project reports have been shared with the researcher in support of this argument). Later on, during another follow-up visit, some better response from employees was observed. Also, within 2 months of system deployment, no major change requests were made by the client and system use was also improving gradually.

5. KEY FINDINGS AND ANALYSIS

In this section, the researcher has discussed the research findings, where different instances of expectation failure and varying expectations of different stakeholders during the multiple phases of the CRM project are revealed. Study has also exposed the dynamism of expectations which affected the perspectives about project success. Some traits associated with the Pakistani working culture were also unfolded. In order to find the answers, theory has been mapped against practices, where close similarities between theory and practise are found and some already known issues are witnessed.

5.1. Project failure modes in light of expectation failure

In order to use the Theory of Expectation Failure, special instances were used for assessment, where measurements were taken during different phases of implementation. A summary of different project phases and special failure instances of expectation theory are presented in the Table 1.

Table 1: Analysis of Client's Expectations and Different Failure Modes

Project Phase	Analysis	Evaluation
Failure Mode : Correspondence		
System Selection & Requirements Gathering	<ul style="list-style-type: none"> •Successful achievement of design objectives is correspondence success. In case of Bank A, design objectives translated in terms of requirement specification were seemed to meet. Possible reason was not competency of consultants or managers; rather system was selected on the basis of its already renowned worldwide features. Therefore, Bank A tried to adapt itself according to already available functionality and process redesigned by the consultants. Also, no major change requests were made within 3 month of project launch, which strongly reinforce the above mentioned point. 	Quite Successful
Failure Mode : Process		
Over all Project Implementation	<ul style="list-style-type: none"> •Exact cost and time was not shared with the researcher even on enquiring but both the parties claimed that there were no significant delays cost or time overruns. Therefore the project was assumed to be finished within the planned time and resources. •No major technical, system or process integration issues were reported. 	Quite Successful
Failure Mode : Interaction		
Project Launch Phase	<ul style="list-style-type: none"> •Negative attitude towards system, scarce use of it and complaints about the complex user interface were reported and also used as assessment for interaction failure mode. Possible reasons of this could be inadequate training and management's resistance to allow access to critical data to lower level staff. •System use was increased with time but it is really hard to say if that improvement came due to increase in satisfaction level or system use was enforced. 	It was overall together a win-win situation. Though, data was not sufficient to support complete success of complete failure

If we analyze the CRM implementation of Bank A within pre and post-implementation phases, it is found to be fairly successful against correspondence and process instances. Design objectives which management expressed in the form of system's scalability, automation of major operations (especially call centres) and monitoring of staff activities were fairly met by the system. Due to less rigidity in the business process being a young bank, also played a major role in having flexible design objectives. But, it was strongly felt that measuring design objectives is a hard task, also mentioned by Theory of Expectation Failure. These objectives are not always expressed and requirement specification is just a too little aspect which can cover the overall design objectives. Also, validation of mentioned objectives is challenging. Therefore, this dimension of project evaluation provided very limited information to decide a project's success. The project performed well against "process instance" which was basically due to the fact that top management being major project's sponsor, provided sufficient resources and priority to the project as needed. On the other hand, if user attitude and system use is considered as assessment criteria, the system significantly failed from user interaction point of view. Yet again, these two measurement criteria were not sufficient for a fair assessment as in case of Bank A, where system use was finally enforced by the higher management and employees had no option but to use the system.

Not many studies have highlighted the silent but significant role of consultants for the overall project's success during implementation phases. In this case, consultants being a major stakeholder contributed towards the overall project success. They remained optimistic throughout the project and guided their client on certain occasions. Oppositely, consultants were also fortunate that Bank A was a committed and flexible client. It was also found that "expert power" has great role in developing and managing expectations. The consultants equipped with power of expert technical knowledge, throughout lead the whole project and their hold on the project planning and layout seemed very strong. With that, they were able to mould their client as per their project planning and project outcomes. This depicts that consultants and their client shares a very strong and dynamic relationship. This relationship affects the overall expectations about the project and by shaping them and achieving them at later stages.

5.2. Additional themes

Apart from analyzing the project implementation in a particular social context for a particular case study, few additional themes were also identified during the research study. One prominent theme was cultural difference of Pakistani working practices from the western world from where majority of the CRM solutions are being "imported". Few observations which were made during the research study particularly for Bank A and generally for Pakistani CRM industry are as follow:

- Even though number of companies within Pakistan have already adopted, in process of adoption or making up their mind for adopting CRM, still there are certain cases where this decision is merely influenced by the international market trends rather than companies' actual needs as it is also witnessed in this particular case study. Though, this trend can be good or bad, both ways.
- The research participants shared the view that majority of the CRM client organizations' vision lack clarity. Particularly in the banking sector, CRM is no more than an automation of call center operations. Such clients either turn out to a blessing for the vendors as they know less and get easily convinced or totally get the other way around and increasing the project failure risk.
- Higher managements mostly work in an autocratic way, where middle management and non-managerial level employees are less empowered. They mostly had the view that it's not important to tell their subordinates about an upcoming system. A call centre agent neither has the time, nor interest in knowing what system his company would be launching. He would do whatever he was being told. In this particular research study it was found that neither the staff was officially

informed about the system nor sufficient training sessions were conducted. That resulted in job insecurity, lack of confidence and resistance to use the new system. Although, this factor was later eliminated by enforcing system use by the managers.

- The renowned theme of CRM being integration of people, process and technology which is emphasized by the research participants, mostly found as a lip praying service and not as a working practice. Technology is mostly considered as the ultimate solution to achieve potential benefits and end users of technology are mostly ignored. But, the extent of this trend tends to vary from company to company as well. Firms' employees having a history of frequent changeovers of systems and technology are found to be more adaptable and vice versa.
- Two very interesting comments were made by the CRM implementation consultants with regards to CRM practices in Pakistan. One view was *"CRM will blend and merge itself with the local colours and flavours just like the international fast food chain McDonalds did, not only bringing new recipes from foreign countries but also adding and maintaining the taste of local culture"* and the other view was *"The concept of democracy which is so popular in the Western world can not be applied with its full strengths in Pakistan due to less education, knowledge and awareness to select the right leader, same goes for CRM. The solution is indeed international but it will take immense learning experience to get it matured in the Pakistani corporate environment"*
- It is also believed that problems with CRM implementation in Pakistan are same as they are internationally. Rather, they can become worse due to less technical culture and rigid working environment especially in the public sector.

6. FUTURE RESEARCH AND CONCLUSION

In this particular research study, an effort has been made to understand and analyze the implementation of one of the most popular and novel IS innovations i.e. CRM in a particular social context by using a Pakistani bank's case study. The research has its limitations in certain areas which include i.e. unavailability of official data about the current size and capabilities of Pakistan's CRM industry, CRM industry is in still early stages of adoption in Pakistan, research study has limited to only one detailed case study due to limited participation from industry and also the time and resource constraints has restricted the effective generalization of findings. It is therefore suggested that, future research can take larger research samples to identify and verify the established relationships and also the researchers need to identify the organizational level changes in Pakistani working culture which has a promising future in IT growth.

The research study has revealed that certain social and environmental factors affect any IS project's success and its possible outcomes. Also, the project success or failure has various dimensions therefore, analysing a project from multiple dimension has provided a better and clear view of the overall picture. People factor has play a very critical role in project's success therefore; they are needed to be managed wisely. Technology alone can not perform miracles if people do not use it properly. In this regard, relationship shared by different stakeholders is also critical to any CRM project success.

There are certain culture differences within Pakistani CRM market which can adversely affect CRM success therefore, instead of merely following the international trends, an effort should be made by the companies to increase awareness at all levels within a company so that better results can be achieved. The future of Pakistani CRM market is getting better and better and there is a great potential for getting the promised benefits from the CRM systems. Only suggestion I would like to make is that instead of reinventing the wheel, stakeholders should learn from the mistakes of the western

companies. If they have imported the solution from these developed countries, then those failure lessons should also be imported and applied in order to avoid damage and financial losses.

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